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The Effect of Organizational Citizenship Behaviour and Training on Employee Performance through Employees' Work Motivation

Abstract. Introduction. Surabaya Shipping Polytechnic is one of the basic and secondary levels Technical Implementation Unit in the environment of the Human Resources Development Agency (BPSDM) at the Ministry of Transportation. Legal education institute of maritime education provides education as a form of participation in order to educate the life of the Indonesian.

Purpose. The purpose of this study is to look at organizational citizenship behaviour (OCB) and employees' training through employees' work motivation to work simultaneously on the performance of Surabaya Shipping Polytechnic employees. Then, the object of this study is the society behaviour (OCBC), training, discipline, work motivation and employee performance. The subjects of this study were employees of the Surabaya Shipping Polytechnic. The population in this study were employees of Surabaya Shipping Polytechnic, amounted 161 people. Afterward, sampling technique using census method in which a whole population is used as samples. This study uses a total of 26 indicators, thus the samples used amounted 161 samples.

Result. The result of this study obtained that from 6 direct hypotheses, is merely 1 hypothesis that insignificant. The one that insignificant is the influence of promotion toward motivation since the CR and P value is not fulfilling the requirement. In other words, all of the fifth variables and intervening has influence to increase dependent variable as long as independent variable and intervening can be increased by the leader that in this case is Surabaya Shipping Polytechnic leader.

Conclusion. Considering the substantiated (in previous studies of the authors) the relevance and positive effect of the joint, hybrid-script use of Big Data, Data Mining and Knowledge Management technologies, the algorithm of an adaptive knowledge based LIS with the planning and ranking of relevant information flows and management impacts has been developed.

Keywords: behavior, training, discipline, motivation of labor, productivity of employees.

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Вплив організаційної поведінки і навчання громадянства на результативність працівників через мотивацію праці

Анотація. Сурабайська судноплавна політехніка є одним з базових та вторинних рівнів підрозділу з технічного впровадження у навколишнє середовище Агентства з розвитку людських ресурсів (BPSDM) Міністерства транспорту. Юридичний інститут морської освіти забезпечує освіту як форму участі з метою навчання життю індонезійця.

Метою статті є дослідження організаційної поведінки громадянства (OCB) та навчання працівників через мотивацію праці для одночасної роботи з працівниками Сурабайського судноплавства. Об'єктом дослідження є поведінка суспільства (OCBC), навчання, дисципліна, мотивація праці та продуктивність працівників. Предметом дослідження були працівники Сурабайської судноплавної політехніки. Населення в цьому дослідженні були працівниками Сурабайського судноплавної політехнічного закладу у кількості 161 особа. Надалі, використовувався метод перепису, при якому у якості вибірки було використано населення в цілому. У дослідженні використано 26 показників, якими охоплено 161 особу.

За результатами дослідження встановлено, що з 6 прямих гіпотез лише одна є несуттєвою. Незначним є вплив заохочення на мотивацію, оскільки значення CR та P не виконують вимоги. Всі п'ять змінні та проміжні змінні величини впливають на збільшення залежної змінної при умові, якщо незалежна змінна і проміжна змінна можуть бути збільшені лідером, який в даному випадку є лідером Сурабайського судноплавства.

Враховуючи обґрунтовані (у попередніх дослідженнях авторів) актуальність та позитивний ефект спільного, гібридного сценарію використання технологій Big Data, Data Mining та Knowledge Management technologies, був

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розроблений алгоритм адаптивної бази знань на основі знань з планування та ранжування відповідних інформаційних потоків і впливу управління.

Ключові слова: організаційна поведінка громадянства (OCB); навчання; дисципліна; мотивація праці; продуктивність працівників.

Statement of the problem. Surabaya Shipping Polytechnic is one of the basic and secondary levels Technical Implementation Unit in the environment of the Human Resources Development Agency (BPSDM) at the Ministry of Transportation. The legal education institute of maritime education provides education as a form of participation in order to educate the life of the Indonesian.

According to Neely et al., (2002) and Dollery & Worthington (1996) in Sadeghi et al., (2016), performance is defined as a process of measuring the efficiency and effectiveness of past actions. If the performance is not as expected, there must be a cause. One of the variables that is thought to be the cause of the low performance of Surabaya Shipping Polytechnic, which is represented by the low budget absorbed in the last 5 (five) years, is lack of employee motivation. The low work motivation of employees can be seen in several indicators that are used as references. Among them is the failure to fulfil basic needs for the awards given by the agency.

The low performance of employees has an impact on the low absorption of the budget that was planned in the previous year. Robbins and Judge (2013) define employee performance as a measure of work that describes the extent of the activities of an employee in carrying out tasks and trying to achieve the set goals.

The low performance of employees in this study was caused by three factors: namely work motivation, discipline, education and training as well as Organizational Citizenship Behaviour factors or organizational behaviour. However, the high level of education and the ability of an employee, the amount of motivation given by the leader, and the amount of compensation provided is not very meaningful if employees are not disciplined in carrying out their duties. Therefore, this disciplinary factor needs to receive great attention, both for the leadership and the employees concerned. Optimal employee performance is achieved when they were disciplined, work seriously and optimally, leading to their devoting their attention, mind, energy and time to work

Afterward, the objectives of this study can be described as follows:

1. To find out how much the influence of Organizational Citizenship Behaviour (OCB), Education and training, Discipline, Work Motivation has on the performance of Surabaya Shipping Polytechnic employees.

2. To find out how much the influence of Organizational Citizenship Behaviour (OCB) has on the Work Discipline of the Surabaya Polytechnic.

3. To find out how much the influence of Organizational Citizenship Behaviour (OCB) has on the Employee Performance of Surabaya Shipping Polytechnic.

4. To find out how much the influence of Organizational Citizenship Behaviour (OCB) has on the Work Motivation of Surabaya Shipping Polytechnic.

5. To find out how much the influence of Education and Training has on the Work Discipline of Surabaya Shipping Polytechnic.

6. To find out how much the influence of Education and Training has on the performance of the Surabaya Shipping Polytechnic.

7. To find out how much the influence of Education and Training has on the motivation of the work of Surabaya Shipping Polytechnic.

8. To find out how much the influence of Work Discipline has on the Employee Performance of Surabaya Shipping Polytechnic.

9. To find out how much the influence of Motivation has on Employee Performance Surabaya Shipping Polytechnic.

10. To find out how much the influence of Organizational Citizenship Behaviour (OCB) has on the performance of Surabaya Shipping Polytechnic employees through the Work Discipline of Surabaya Shipping Polytechnic Employees

11. To find out how much the influence of organizational citizenship behaviour (OCB) has on the performance of Surabaya Shipping Polytechnic employees through the Work Motivation of Surabaya Shipping Polytechnic employees.

12. To find out how much influence Education and Training has on the performance of Surabaya Shipping Polytechnic employees through Discipline employees of Surabaya Shipping Polytechnic.

13. To find out how much influence Education and Training has on the performance of Surabaya Shipping Polytechnic employees through the Work Motivation of Surabaya Shipping Polytechnic employees.

Analysis on recent research and publications.

Employee performance. Performance is an illustration of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, mission, and vision of an organization (Moeheriono, 2012). Performance can also be defined as a joint process between managers, individuals and teams managed, where the process is based more on management principles based on agreement on the requirements of targets, knowledge, skills and competencies and work plans (Armstrong and Taylor, 2014).

Robbins and Judge (2013) define employee performance as a measure of work that describes the extent of the activities of an employee in carrying out tasks and trying to achieve set goals.

According to Mangkunegara (2012), employee performance is the result of work in quality and quantity achieved by an employee in carrying out tasks in

accordance with the responsibilities given to him. Meanwhile, according to Torang (2013), employee performance is the quantity and quality of work of an employee in carrying out basic tasks and functions that are guided by norms, standard operating procedures, criteria and predetermined measures.

Work motivation. Humans as one of the basic components in public organizations must have the motivation stored in their hearts or the desires that can spur them to achieve what they aspire to. Motivation is a concept that describes the forces that exist within employees that initiate and can direct the behaviour of each person (Gibson, Ivancevich and Donnelly, 94 in Organizations, (2004). Husein Umar (2002) defines work motivation as follows: "Work motivation is encouragement, effort and desire that exists in human beings who activate, empower and direct behaviour in a straightforward implementation in their work environment (Musnadi, S., &Majid, M. S. A. 2018). The essence of work motivation is the drive to do everything better than others in carrying out activities to achieve goals. Malthis, R.L and Jacson (2001) in Human Resource Management. (2012) defines Motivation: "Motivation is a desire within a person that causes the person to take action".

Education and training. Mangkunegara, A. A. A. P (2012: 43) states that the terms of training (training) and development (development) were proposed by Dale Yoder and Edwin B. Flippo and that training for implementing employees and supervisors, while the term development is intended for management level employees. In line with that Simamora, H (2004) in Human Resource Management (2016) states "Training is a series of activities designed to improve expertise, knowledge, experience or changes in one's attitude. Training is intended to improve the mastery of a variety of specific, detailed and routine work skills and techniques. "In line with that, Oemar, H (2005) in Human Resource Development (2016) states "Improvement, development and formation of workforce is carried out through coaching, education and training efforts.

Work Discipline. Etymologically the discipline comes from English "dicile" which means followers or adherents of teaching, training and so on. There are several opinions regarding the work discipline proposed by experts. (Zaldi, Lubis, and Yunus, 2014). Work discipline is defined based on several categories, including based on employees or employees and based on management. The following are the opinions of experts regarding work discipline based on employees, namely: Hasibuan, M. S. P (2002: 193) states that work discipline can be interpreted as follows: "Awareness and willingness of someone to obey all company regulations and prevailing social norms." In line with that Sinunungan (2005) in Productivity: What and How, (2016) opinions about work discipline are as follows: "Discipline is a certain condition where people who join organizations are subject to existing regulations with a sense of pleasure." While work is all human activities carried out to reach the goals that have been set.

Organizational Citizenship Behaviour (OCB). Sadeghi et al., (2016) states "organizational citizenship behaviour is a set of behaviours that are not part of the formal requirements of work in the organization, but help work effectiveness and organization. Employees often consider this behaviour optional."

Barnard (1938) in Cinar et al. (2013) stated that "organizational citizenship behaviour is the willingness of individuals to contribute collaborative efforts needed by the organization to achieve effective organizational goals". Furthermore Katz and Kahn (1978) also quoted in Cinar et al., (2013) show that "organizational citizenship behaviour is important in organizations because it can be very valuable to the organization and can contribute to performance and competitive advantage." (Rusdi, Mukhlis Yunus and Syafruddin Chan 2015).

Research paradigm. The theoretical framework is an illustration of the research carried out and provides a strong foundation for the topic chosen and adapted to the problems that occur. Based on the literature review and previous research, the framework of this research is shown in the following figure:

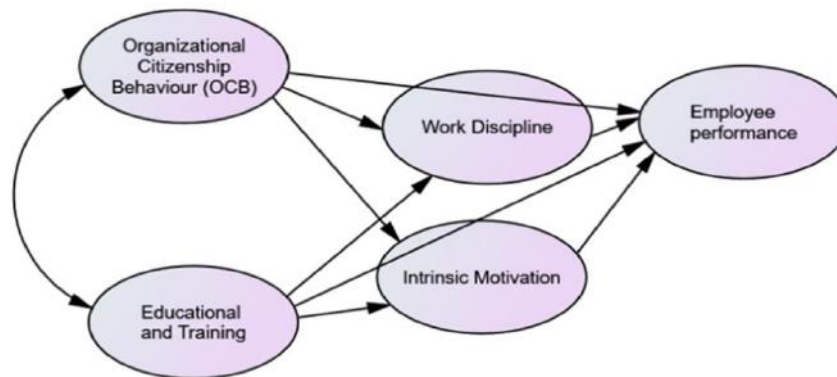


Figure 1 – Research Paradigm

Source: own study

Hypothesis. Based on the framework described earlier, the hypothesis proposed in this study are:

H1: Organizational Citizenship Behaviour (OCB), Education and training, Discipline, Work Motivation affect the performance of Surabaya Shipping Polytechnic employees.

H2: Organizational Citizenship Behaviour (OCB) has an effect on the Work Discipline of Surabaya Shipping Polytechnic.

H3: Organizational Citizenship Behaviour (OCB) affects the Employee Performance of Surabaya Shipping Polytechnic.

H4: Organizational Citizenship Behaviour (OCB) has an effect on the Motivation of Surabaya Shipping Polytechnic Work

H5: Education and Training affect the Discipline of Surabaya Shipping Polytechnic

H6: Education and training has an effect on the performance of the Surabaya Shipping Polytechnic.

H7: Education and Training has an effect on the Motivation of Surabaya Shipping Polytechnic work.

H8: Work Discipline affects the Employee Performance of Surabaya Shipping Polytechnic.

H9: Motivation affects the Employee Performance of Surabaya Shipping Polytechnic.

H10: Organizational citizenship behaviour (OCB) influences the performance of Surabaya Shipping Polytechnic employees through Work Discipline of Shipping Polytechnic employees.

H11: Organizational citizenship behaviour (OCB) influences the performance of Surabaya Shipping Polytechnic employees through Work Motivation for shipping Polytechnic employees.

H12: Education and Training influences the performance of Surabaya Polytechnic employees through the Discipline of the Shipping Polytechnic employees

H13: Education and Training has an effect on the performance of Surabaya Shipping Polytechnic employees through Work Motivation of shipping Polytechnic employees.

Setting objectives Location and Object Research. This research was conducted at the Surabaya Shipping Polytechnic, located on Boulevard Gunung Anyar Street Number 01 Gunung Anyar, Surabaya, East Java. The object in this study is related to Organizational Citizenship Behaviour (OCB), Education and Training, Performance Discipline, Motivation and organizational performance.

Sampling. The population in this study were all 161 employees of Surabaya Shipping Polytechnic, consisting of 98 civil servants and 63 non-civil servants, where all members of the population were made respondents in this study. This method is called a census.

Data analysis method. The data analysis technique used in this research is The Structural Equation Modelling (SEM) of the statistical software package AMOS 22.0 for hypothesis testing. The SEM equation model is a set of statistical techniques that allows the testing of a series of "complex" relationships simultaneously. Testing this hypothesis is to analyse the value of Critical Ratio (CR) and Probability (P) value of the data if compared to the required statistical limitation, that is above 1,96 for CR value and below 0,05 for P value (probability). If the results of the data show the value meets the requirements, then the proposed research hypothesis can be accepted.

Results and the main part. The following figure shows the relationship of indicators and unobserved variables (latent variables) in the Measurement Model.

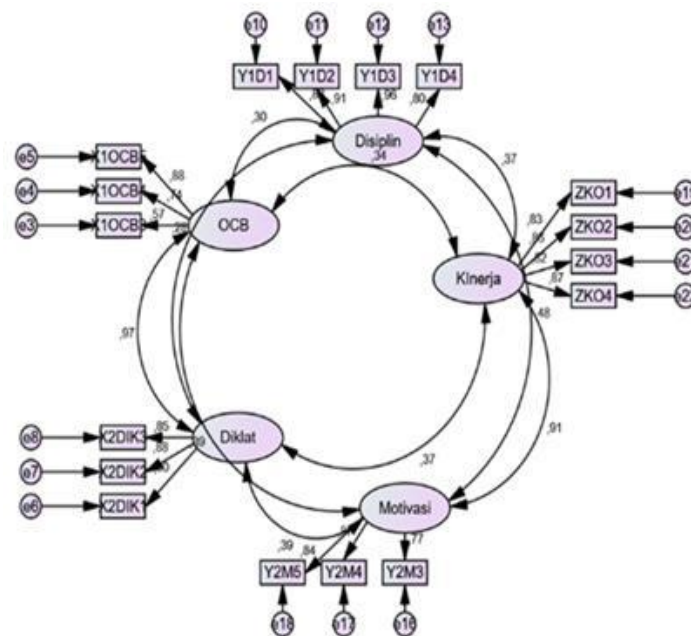


Figure 2 – Measurement Model with Loading Factor

Source: own study

The results of the measurement test showed that measurement results that can be included in structural some indicators of the research variables have a value of testing. factor loading below 0.5. The following table shows net

Table 1 Loading Factor Measurement Model

Indicator	Variable	Estimate
X1OCB3	OCB	0.572
X1OCB4	OCB	0.744
X1OCB5	OCB	0.876
X2DIK1	Education and Training	0.899
X2DIK2	Education and Training	0.880
X2DIK3	Education and Training	0.846
Y1D1	Discipline	0.817
Y1D2	Discipline	0.908
Y1D3	Discipline	0.960
Y1D4	Discipline	0.801
Y2M3	Motivation	0.768
Y2M4	Motivation	0.866
Y2M5	Motivation	0.843
ZKO1	Employee performance	0.825
ZKO2	Employee performance	0.858
ZKO3	Employee performance	0.824
ZKO4	Employee performance	0.868

Source: own study

Table 1 (above) shows that all the indicators included data processing. The result of the model test is shown in in the model have been eligible to be included in the next table 2 below.

Table 2 Criteria Goodness of Fit Measurement Models Structural Equation Modelling Analysis

Index Criteria	Cut-off Value	Result of Analysis	Model Evaluation
CMIN/DF	CMIN/DF <2	1.978	Good
Baseline Comparisons	Approximately 1	Up to 0.5 for NFI, IFI, TLI and CFI	Good
Parsimony Adjusted Measures	0-1	Ration, PNFI, PDCFI between 0 - 1	Good
RMSEA	<0.08	0.078	Good
AIC	Default Model < Saturated	337<340<2302	Good
ECVI	Default Model between Saturated & independent	2.110 <2.125<14.392	Good

Source: own study

Analysis of data processing result at full stage of SEM model is done by doing conformity test and statistical test. The results of data processing for the analysis of full SEM model are shown in Figure 3.

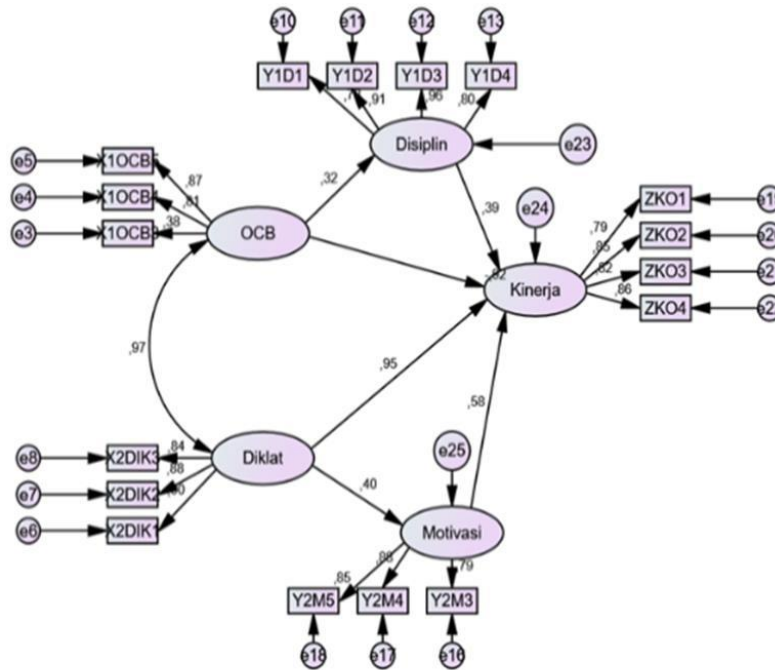


Figure 3 – Structural Equation Model

Source: own study

Hypothesis testing. After all assumptions are met, this research is done based on Critical Ratio (CR) value of then the hypothesis will be tested. Testing 7 hypothesis of a causality relationship. As seen in table 3 below.

Table 3 Result of hypothesis

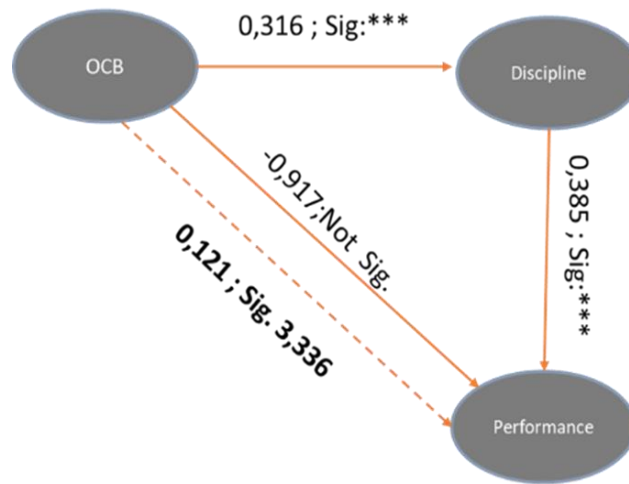
Variable	Variable	Estimate	S.E.	C.R.	P
Discipline	OCB	0.190	0.051	3.75	***
Motivation	Education and training	0.411	0.089	4.62	***
Employee performance	Discipline	0.413	0.052	8.02	***
Employee performance	Motivation	0.413	0.052	8.02	***
Employee performance	Education and training	0.711	0.239	2.97	0.026
Employee performance	OCB	-0.593	0.561	-1.05	0.291

Source: own study

From Table 3 above, it can be seen from the 6 direct hypotheses that only 1 is not significant, namely the effect of OCB on performance, because it has CR and P values that do not meet the requirements.

Direct and Indirect Influence. Direct and Indirect Effects. Verification testing continued with testing

indirectly using the Sobel Test. There are two indirect influences found in this research model, namely the Effect of OCB on Employee Performance through Motivation and the influence of Training on Employee Performance through Motivation.



Effect of OCB on Employee Performance through Discipline

Figure 4 –The results of testing indirect-1 hypothesis

Source: own study

Indirect Hypothesis Testing of OCB on Employee Performance through Disclosure: It appears that the Sobel Test value is >1.96 , thus it is proven that the indirect effect is significant. Because directly the effect is not significant,

while the direct effect is not significant, the role of the disciplinary variable here is full intervening.

Effect of Education and Training on Employee Performance through Motivation.

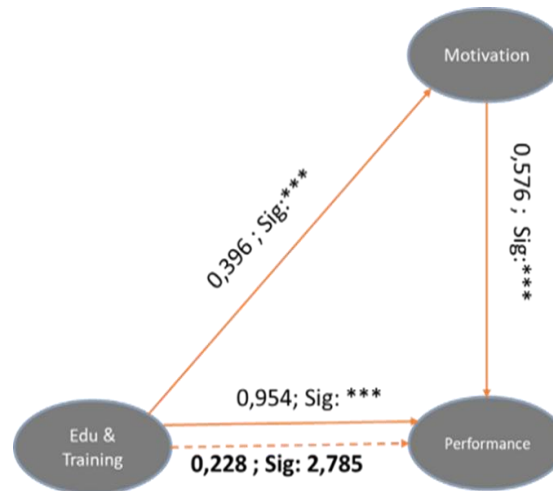


Figure 5 – The results of indirect hypothesis testing -2

Source: own study

It appears that the double test value is $2.785 < 1.96$, so it is proven that the indirect effect is insignificant.

Conclusions. Testing of hypothesis 1 (H1), namely the descriptive hypothesis is done by using one sample test with a 3.4 cut-off value with the results as stated in the One Sample Test table. It can be seen that all indicators in the 5 variables have a significance number far below 0,05. Thus it can be concluded that all the variables in this study are OCB, Training, Discipline, as well as motivation and employee performance perceived by the respondents as good categories.

From the Confirmatory test, there are 6 indicators that do not meet the requirements because they have a number of loading factors below the required one, namely 0.5. So that the five indicators must be delimited from the model.

The first Goodness of Fit test concludes that the existing measurement model is fully fit with the existing data so there is no need to modify the model to improve the feasibility of the model. From the results of hypothesis testing, from the 6 direct hypotheses tested only 1 which is not significant, that is the influence of promise on

motivation because it has a CR and P value that does not meet the requirements.

Indirect testing to see the effect of career paths on Employee Performance proved to meet the requirements for further testing because of the influence of IV on the significant MV. For the indirect test, because all the conditions were met, proceed to testing indirect using Sobel Test, Aroian Test and Goodman Test. The two test results produce a test statistic above 1.96 so it can be said that H_a is accepted. In other words, it can be interpreted that disciplinary variables can act as mediators that relate the influence of OCB on employee performance. The role of disciplinary variables in this case is Full Intervening. As for testing the indirect influence of Diklat on employee

performance through motivational variables, it is proven that indirect relations occur, because all required elements are met. In this case because the direct or indirect rider is significant, the motivation variable is categorized as a partial intervening variable.

From the findings of this study, it was proven to be variable in training that had the largest beta coefficient number in increasing employee performance through direct and indirect influences. Therefore, if employee performance becomes the main concern to be improved, it must be done through increasing promotion policies that are better, fairer and transparent so that they can trigger the performance of the Surabaya Shipping Polytechnic employees.

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